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| GlenEagles Landscaping Committee Change Management Plan | |
|  | Building Resident Engagement April 2024 |

Objective:

Create a change management plan in support of GlenEagles’ Landscaping Strategy and 5-Year Plan that addresses the people side of change using the PROSCI® ADKAR model.

Background:

The Board approved the GlenEagles Landscaping Strategy and 5-Year Plan (the Plan) at their February 2024 Board Meeting to ensure that GlenEagles provides, protects, enhances, and maintains attractive sustainable landscaping options that strengthen our connection to nature and are responsive to the challenges of ongoing climate change and government regulations.

The Plan details how GlenEagles will transition its boulevards, parks, and islands from reliance on high water demand and maintenance landscapes to more sustainable xeriscaping alternatives. By using native plants, naturalized plants, trees, ground covers, and other features we can create environmentally friendly, attractive, efficient, and cost-effective outdoor space.

Objectives include:

- Ensuring more environmentally friendly and integrated landscapes limiting the use of herbicides and pesticides.
- Drought resistant landscapes reducing the need for irrigation.
- Managing ongoing maintenance costs.
- Fostering healthy ecosystems, insects, birds and wildlife.
- Encouraging community involvement and social interactions.
- Maintaining GlenEagles’ reputation as Cochrane’s premier community.

Based on discussions with a few community members and input from the multiple landscaping committees in GlenEagles, the Landscaping Committee believes that the

implementation of the Plan will be much more successful if we develop a robust change management strategy for our residents.

PROSCI® Change Management

Although primarily used for business related initiatives, PROSCI® research tells us that for changes to be successful, we must prepare, equip, and support individuals moving through changes so that they:

- Adopt changes faster, more completely and more proficiently.
- Stay engaged in the organization during disruptive change.
- Understand why the change is happening.
- Have the time and tools to get on board and feel heard and supported.
- The Landscaping Committee believes that implementation of the PROSCI® ADKAR model will help our residents adapt to the introduction of new plants and ground covers as we move to more drought resistant landscaping options.

What is ADKAR

The word “ADKAR” is an acronym for the five outcomes an individual needs to achieve for a change to be successful: Awareness, Desire, Knowledge, Ability, and Reinforcement. The ADKAR Model focuses on individual change - guiding individuals through a particular change and addressing any roadblocks or barrier points along the way.

Awareness:

- We share key elements of the Plan with residents and what it means to the community:
 - GECA wants to manage overall landscaping costs.
 - The ToC is planning for water shortages this summer.
 - We anticipate that there will be restrictions on the use of water even earlier than in previous years.
 - There is a need to be proactive to manage the impact of water usage while maintaining the visual appeal of Gleneagles.
- We talk to residents about what the changes might mean to them and concerns that they may have:
 - We all know that the cost of water has increased with recent bills. That won't get any better come the warmer seasons.
 - Residents may want to transition their yards to more drought resistant landscapes.
 - There is concern about using alternative ground cover, e.g., clover. The perception is that clover is a weed leading to the potential view of NIMBY (not in my backyard).
 - Some residents worry that we might be overreacting and making unnecessary changes.

- We can increase awareness by:
 - The sharing of information about alternative ground cover options and potential benefits.
 - The implementation of a communications plan that uses a variety of modalities e.g., GECA website, doorknob hangers, pamphlets, signage, site visits, AGM, mini community workshops, to name a few.
 - The scheduling of regular meetings between the GECA Landscaping Committee and the Condo Board committees.

Desire:

- We take pride in the esthetic appeal of Gleneagles. We enjoy the beauty and glamour of our neighborhood.
- We want to do our part in preserving the beauty while honouring what nature will conceivably have in store for us, given the drought conditions that our light snowfall winter has created.
- We want to be a model for other communities in Cochrane.
- We want to learn more about drought resistant perennials, shrubs, trees, and ground covers to consider using on our own properties to reduce our personal landscaping expenses and to keep our yards looking green.

Knowledge:

- The ToC plans to plant micro-clover in front of the downtown library.
- A local landscaping consultant who planted a mix of micro-clover and white clover a few years ago, will allow us to view their yard this spring. We plan to share pictures on our website to let people have a better idea of what a clover yard would look like.
- We will try to find other residents/locations in Cochrane that have established green areas using clover.
- Benefits of clover include, but are not limited to, greener lawns, reduced water usage, less mowing, and elimination of pesticides making it safer for children and pets, as well as attracting pollinators.
- While Fescue grass is an option, it's susceptibility to certain diseases and struggles in areas with high temperatures or heavy traffic are considered disadvantages.
- The sharing of a ToC approved list of drought resistant plants, shrubs, perennials and ground covers and planting considerations.
- The organizing of mini workshops for residents.

Ability:

- What can GECA do?
 - Role model the changes by starting to transition our parks, islands and boulevards to more sustainable xeriscaping alternatives, including piloting overseeding grass in some areas with micro-clover.
 - 2024 projects and pilots planned include:
 - The View Park side beds will be doubled, and drought resistant shrubs, trees, and perennials planted; the grass circle in the middle of the park will be overseeded with micro-clover as part of a pilot.

- The berms running beside GlenEagles Drive and the Villas will be overseeded with micro clover as part of a pilot. We could proudly post signage that reads, “Greener with Clover.”
 - The Wearmouth Park shrub and tree beds will be expanded, edged, and mulched. Consideration is being given to planting additional drought resistant shrubs and trees.
 - The Close Island shrub and tree beds will be expanded, edged, and mulched. The grass will be overseeded with micro-clover as part of a pilot.
 - We will pilot using perennials in the boulevard entrances by planting perennials in the flower bed at the bottom of GlenEagles Boulevard as a pilot. There is some concern that the boulevard locations are not conducive to maintaining healthy perennials as a result of the snow, salt, and gravel accumulations during the winter months.
 - Introduction of “Adopt an Island” program whereby residents/groups of neighbours submit an application that includes a drawing of the plan for the island. If the cost falls within the price range of the GECA budget, the plan would be approved. The residents/group would commit to the maintenance of their island (e.g., seeding, tending, watering) throughout the summer. It is anticipated that this is a 3-to-4-year project.
- What can we encourage residents to do?
 - Utilization of Town of Cochrane programs that support residents in transitioning to more drought resistant landscape options:
 - \$50 rebate on rain barrels to a maximum of 3 barrels or \$150.
 - 50% rebate on wood mulch to a maximum of \$100.
 - \$150 rebate on drought resistant ground cover.
 - Participation in education and awareness programs.
 - Development of plans to transition their yards to more drought resistant options that, in addition to what GECA is doing, could include edible gardens.
 - A willingness to ask questions, offer different perspectives and to share new ideas.

Reinforcement:

- Photos can be featured in the Cochrane news and on the GlenEagles website.
- Newsletters, community meetings and success stories can be shared on a regular basis.
- The Plan will be reviewed at AGM’s and successes and failures shared.
- Feedback opportunities will be provided and addressed.
- Workshops that address issues, concerns or areas of interest as identified by our residents.

Appendix #1: 2024 Change Management Plan

GlenEagles Community Association

| Activity/Event | Date | Details |
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| Newsletters: Dry summer | April | <ul style="list-style-type: none"> • Leverage local news articles |
| Newsletters: GEGA Landscaping Strategy and 5-Year Plan | April | <ul style="list-style-type: none"> • Share the strategy • Highlight the benefits • Discuss potential concerns • Talk about the history of clover • What this means for our residents |
| News article: ToC Programs | April | <ul style="list-style-type: none"> • Rain barrels • Mulch • Drought resistant ground covers |
| Doorknob Hangers | April | <ul style="list-style-type: none"> • Design and print hangers • Messaging: <ul style="list-style-type: none"> ▪ GlenEagles' landscape is about to change ▪ Greening with clover ▪ Make your voice heard at AGM |
| ToC/GECA Meeting | April 19th | <ul style="list-style-type: none"> • Finalize GECA Plans • Finalize ToC Plans • Finalize ToC's participation at the AGM |
| GECA/Condo Landscaping Meeting | April 19th | <ul style="list-style-type: none"> • Meet with ToC to discuss plans; leverage ToC programs, etc. |
| Launch "Adopt an Island" Program | April 30th | <ul style="list-style-type: none"> • ToC approved April 19th |

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| View Park | May | <ul style="list-style-type: none"> • Implement landscaping changes and micro-clover pilot |
| The Villas' Berms | May | <ul style="list-style-type: none"> • Overseed grass berms along GlenEagles Drive with micro-clover • Add signage to advertise the pilot |
| The Close Island | May | <ul style="list-style-type: none"> • Overseed grass with micro-clover as part of the pilot |
| "Adopt an Island" Program | May | <ul style="list-style-type: none"> • Review/approve applications (ongoing) |
| Community Workshop(s) | May | <ul style="list-style-type: none"> • Talk to local experts and obtain agreement to attend one or more GECA workshops |
| Distribution of Doorknob Hangers | May 6th to 12th | <ul style="list-style-type: none"> • Use Board members or community sports team |
| AGM | May 15th | <ul style="list-style-type: none"> • Landscaping Committee Strategy and 2024 Projects • Presentation by Trish Kluane, Parks Manager • Presentation by local expert on drought resistant landscaping • 30-minute Landscaping Q & A |
| Newsletters: Follow-up on AGM | May | <ul style="list-style-type: none"> • Provide highlights/issues |
| Community Workshop (s) | June | <ul style="list-style-type: none"> • Learn more about drought resistant options for your home and your community |
| "Adopt an Island" Program | June | <ul style="list-style-type: none"> • Review/approve applications (ongoing) |
| Wearmouth Park | June | <ul style="list-style-type: none"> • Expand, edge, and mulch existing shrub and tree beds |

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| | June | <ul style="list-style-type: none"> • Pictures of Adopt an Island groups; clover beds, etc. |
| "Adopt an Island" Program | July | <ul style="list-style-type: none"> • Review/approve applications |
| Newsletters: Success stories | July | <ul style="list-style-type: none"> • Pictures of Adopt an Island groups; clover beds, etc. |
| "Adopt an Island" Program | August | <ul style="list-style-type: none"> • Review/approve applications • (ongoing) |
| Newsletters: Success stories | August | <ul style="list-style-type: none"> • Pictures of Adopt an Island Groups; clover beds, etc. |
| Community Workshop and Feedback Session | September | <ul style="list-style-type: none"> • Learn more about drought resistant options for your home and your community • Provide feedback to GECA Landscaping Committee |
| GECA/Condo Landscaping Meeting | October | <ul style="list-style-type: none"> • Meet to review successes/concerns • Identify next steps |

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